



# U.S. TOTAL ARMY PERSONNEL COMMAND



## OER Guide

# Purpose

To update the leadership on the Army's Officer Evaluation Reporting System.



**OERs were designed /  
are used for developing  
and assessing Officers.**

# Evaluation Systems (Facts)

- Mission of the OER is to identify your best
- OER is an assessment tool
  - OER is a forced distribution system (All services have one)
  - Top Box restricted to 49% (Our system is the most liberal)
- Promotion system is based on Army requirements
  - Use the top box to identify your best officers
  - Can't predict selection board results on ACOM or COM labels  
**(Whole File Concept)**
  - Based on a series of reports  
**(Whole File Concept)**
- Commander is overall care-taker of all personnel systems
- Counseling is key.

**OER**

# **Intent of 67-9 OER**

- **Provide selection boards adequate information to make their decisions.**
- **Reestablish field impact on selection of future leaders.**
  - Opportunity to advance the “Best”
  - Confidence that others cannot inflate
- **Improve Counseling.**
  - Support Form (Pass Form Two Levels Down)
  - Junior Officer Developmental Support Form
    - Mandatory for LTs & WO1

# **Bottom Line Up Front**

- **System is Working**
- **No Change**
- **COM Report is not a Killer (COM report vs COM File)**
- **You Need to Understand “How the System Works”**
- **Counseling is the Key**

# 67-9 OER Review / Field Sensing Sessions Conducted by G-1 (Jul 01 thru Mar 02)

## **Conclusions:**

- Current OER accomplishes what it was designed to do - assess performance and potential of officers. It also provides an effective tool which enables the Army to identify, assign and select the best qualified officers for promotion, education, and command.
- OER is settling - anxiety and uncertainty is diminishing as the system matures.
- Officers Corps prefers the current OER over other options and possible alternatives.

# **Review/Field Sensing Sessions of 67-9 OER Conducted by G-1 (Jul 01 thru Mar 02)**

## **Chief of Staff, Army approved the following six recommendations:**

- No change to the Senior Rater portion; keep current percentage constraints in place. No more than 49% ACOM.
- Revise rater's portion of the OER to separate the performance and potential portions to correct a source of confusion in the narrative.
- Mask all LT OERs upon promotion to CPT.
- Emphasize (by all leaders) counseling and mentoring.
- Review masking CW2 OERs on selection to CW3.
- Conduct annual assessment of the system.



# OER System Update

- **Board feedback continues to be extremely positive**
- **Three field issues remain:**
  - *Counseling*
  - *Concern over fear of Center of Mass; Dissipating based on:*
    - *Board Results*
    - *Field feedback from ARI, PERSCOM, IG*
  - *Senior raters need to develop a “Rating Philosophy” and consider communicating it to rated officers.*

# OER Trends 67-9

	<b>ACOM</b>	<b>COM</b>	<b>BCOM-R</b>	<b>BCOM-DNR</b>	<b>Not Eval</b>	<b>Total</b>	<b>% ACOM</b>
<b>BG</b>	317	420	0	0	26	763	43.0%
<b>COL</b>	6181	10012	22	16	308	16539	38.1%
<b>LTC</b>	16427	24902	79	33	582	42023	39.6%
<b>MAJ</b>	25172	39102	137	82	591	65084	39.0%
<b>CPT</b>	39641	66561	387	342	895	107826	37.1%
<b>1LT</b>	21408	36949	315	256	184	59112	36.3%
<b>2LT</b>	4008	13147	161	132	5	17453	23.0%
<b>CW4</b>	2472	4805	8	2	101	7388	33.9%
<b>CW3</b>	5640	10309	27	17	154	16147	35.3%
<b>CW2</b>	9878	17023	96	89	162	27248	36.5%
<b>WO1</b>	1074	3179	9	22	0	4284	25.1%
<b>TOTAL</b>	132218	226409	1241	991	3008	363867	36.6%

**“Vast Majority of OERs arriving at DA are  
Center of Mass”**

# Board Feedback

- **Selection boards strongly endorse New OER.**
  - *Overwhelming majority (1650 Board members) believe OER provides necessary information to select future leaders.*
- **Boards can distinguish between a COM report and a COM File.**
  - *Over 18,000 Officers selected by all boards with COM OERs.*

# **General Observations: What's Important to Board Members?**

- **Senior Rater Narrative**
- **Senior Rater Label**
- **Duty Description**

# Board Feedback

- Center of Mass File is different from a Center of Mass Report (many ACOM officers have COM reports). However, having all COM reports places an officer at risk.
- Most officers have received at least one COM (Over 92% of all CPTs; 88% of all MAJs; 86% of all LTCs, 80% of all COLs). These figures continue to rise.
- A COM OER, by itself, is not a killer; all boards select officers with at least one COM report; over 18,000 selected so far (many of those had multiple COMs).
- Most of those who are successful will have a mix of ACOM and COM OERs, but some ACOMs in key jobs (BQ) are a must. Spikes in file are essential.
- Receiving **all** COM OERs will place you at risk beyond promotion to Major (COM file vs COM report).
- Board results indicate officers with a mix of ACOMs and COMs are competitive to LTC.
- Enthusiastic, but not overexaggerated, narrative often differentiates among COM reports.

**First Board  
under OPMS 3**

# ***LTC, Army Board***

## ***Feedback***

**Recessed 22 March 02**

### **Operations**

(Avg. 3.9 per file) (Selected 836 w/ 67-9)

- 74% Selects had at least one 67-9 COM
- BQ Position - 42% Selects had at least one COM
- 49% Selects had two or more 67-9 COM
  - **117 Selects had 3 COM**
  - **68 Selects had 4 COM**
  - **11 Selects had 5 or more COM**

### **Operational Support**

(Avg. 3.7 per file) (Selected 158 w/ 67-9)

- 78% Selects had at least one 67-9 COM
- 44% Selects had two or more 67-9 COM
  - **18 Selects had 3 COM**
  - **4 Selects had 4 COM**

### **Institutional Support**

(Avg. 4.2 per file) (Selected 117 w/ 67-9)

- 80% Selects had at least one 67-9 COM
- 50% Selects had two or more 67-9 COM
  - **21 Selects had 3 COM**
  - **5 Selects had 4 COM**
  - **2 Selects had 5 or more COM**

### **Information Operations**

(Avg. 4.2 per file) (Selected 93 w/ 67-9)

- 84% Selects had at least one 67-9 COM
- 58% Selects had two or more 67-9 COM
  - **16 Selects had 3 COM**
  - **10 Selects had 4 COM**
  - **4 Selects had 5 COM**

# ***COL, Army Board***

## ***Feedback***

**Recessed 15 AUG 02**

**2d Board  
under OPMS  
3**

### **Operations**

(Avg. 5.2 per file) (Selected 317 w/ 67-9)

- 73% Selects had at least one COM
- 35% Selects had two or more COM
  - **33 Selects had 3 COM**
  - **11 Selects had 4 or more COM**

### **Institutional Support**

(Avg. 4.8 per file) (Selected 47 w/ 67-9)

- 77% Selects had at least one COM
- 47% Selects had two or more COM
  - **22 Selects had 1 or 2 COM**
  - **14 Selects had 3 or more COM**

### **Operational Support**

(Avg. 5.1 per file) (Selected 59 w/ 67-9)

- 83% Selects had at least one COM
- 42% Selects had two or more COM
  - **40 Selects had 1 or 2 COM**
  - **9 Selects had at least 3 COM**

### **Information Operations**

(Avg. 4.6 per file) (Selected 27 w/ 67-9)

- 89% Selects had at least one COM
- 44% Selects had two or more COM
  - **12 Selects had 1 or 2 COM**
  - **12 Selects had 3 or more COM**

# ***COL BDE CMD (FY 03) Board***

## ***Feedback***

Select rate around

21%

- **COL CA BDE CMD**
  - **206 Selected Primary & Alternate List with 67-9 reports**
    - 68% had at least one 67-9 COM
    - BN CDR - 41% had at least one 67-9 COM
    - 31% had two or more 67-9 COM
    - 12 had 3 COM
    - 5 had 4 COM
    - 1 had 7 COM
- **COL CSA BDE CMD**
  - **110 Selected Primary & Alternate List with 67-9 reports**
    - 73% had at least one 67-9 COM
    - BN CDR - 49% had at least 1 67-9 COM
    - 25% had two or more 67-9 COM
    - 5 had 3 COM
    - 2 had 4 COM
- **COL CSS BDE CMD**
  - **143 Selected Primary & Alternate List with 67-9 reports**
    - 76% had at least one 67-9 COM
    - BN CDR - 56% had at least one 67-9 COM
    - 41% had two or more 67-9 COM
    - 13 had 3 COM
    - 7 had 4 COM
    - 3 had 5 COM



## Board SSC Select Rate - 7.8%

Bn Cmd Sel Rate -  
18%

COL Sel Rate - 55.9%

Bde Cmd Sel Rate -  
21%

### Considered Population was 4553 Officers:

- 75% (3393) had a mixed of ACOM & COM 67-9 reports
- 15% (688) had pure ACOM 67-9 reports
- 10% (472) had pure COM 67-9 reports

### Operations (OPs) - 303 Principals/Deferred were selected: → Of the 303 selected, 301 were Battalion Commanders:

- 66% (197) had a mixed of ACOM & COM 67-9 reports
- 33% (101) had pure ACOM 67-9 reports
- 1% (1) had pure COM 67-9 reports

- 260 Bn Cdr
- 30 TRADOC
- 7 USAREC
- 4 Garrison Cdr
- 2 CM & AV



### Of 301 Bn Cdr, 253 had at least one BN Cdr Report:

#### Operations - 716 Alternates were selected:

- 71% (503) had a mixed of ACOM & COM 67-9 reports
- 25% (179) had pure ACOM 67-9 reports
- 4% (23) had pure COM 67-9 reports

- 66% (166) had pure ACOM 67-9 reports
- 27% (69) had a mixed of ACOM & COM 67-9 reports
- 7% (18) had pure COM 67-9 reports

## Board SSC Select Rate -

7.8%

**Considered Population was 4553 Officers:**

- 75% (3393) had a mixed of ACOM & COM 67-9 reports
  - 15% (688) had pure ACOM 67-9 reports
  - 10% (472) had pure COM 67-9 reports
- 

Bn Cmd Sel Rate -  
18%

COL Sel Rate - 55.9%

Bde Cmd Sel Rate -  
21%

### **Operational Support (OS) - 49 Principals/Deferred were selected:**

- 44% (21) had a mixed of ACOM & COM 67-9 reports
- 54% (26) had pure ACOM 67-9 reports
- 2% (1) had pure COM 67-9 reports

### **Operational Support (OS)- 131 Alternates were selected:**

- 83% (108) had a mixed of ACOM & COM 67-9 reports
- 17% (22) had pure ACOM 67-9 reports

### **Information Operation (IO) - 26 Principals/Deferred were selected:**

- 69% (18) had a mixed of ACOM & COM 67-9 reports
- 31% (8) had pure ACOM 67-9 reports

### **Information Operation (IO)- 66 Alternates were selected:**

- 85% (56) had a mixed of ACOM & COM 67-9 reports
- 15% (10) had pure ACOM 67-9 reports

### **Institutional Support (IS)- 34 Principals/Deferred were selected:**

- 76% (26) had a mixed of ACOM & COM 67-9 reports
- 24% (8) had pure ACOM 67-9 reports

### **Institutional Support (IS)- 87 Alternates were selected:**

- 94% (79) had a mixed of ACOM & COM 67-9 reports
- 6% (8) had pure ACOM 67-9 reports

# Rater Tips

## Rater has primary responsibility for counseling / mentoring.

- **Pass Support Form 2 levels down**
- Require subordinates' Support Forms in return
- Set aside time to Coach/Counsel ... **Do it Early!**
- **Enforce JODSF** -- Are there tasks/Is there counseling?
- Learn/understand OPMS 3 -- DA 600-3
- Narrative focuses on specific performance -- What an officer did and how well!
- Emphasize potential for the near term (3-5 years, command, assignment, school and promotion)
- **Advocate your best to senior rater** -- *Remember senior rater is limited to the number of ACOM*

# DA FORM 67-9 (FRONT

OFFICER EVALUATION REPORT For use of this form, see AR 623-10b; the proponent agency is ODCSPR									
PART I - ADMINISTRATIVE DATA									
a. NAME (Last, First, Middle Initial)				b. SSN		c. RANK		d. GRADE	
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJ OR COMMAND				h. REASON FOR SUBMISSION					
i. PERIOD COVERED				j. RATED MONTHS		k. NONRATED CODES		l. NO. OF ENCL	
m. RATED OFFICER COPY (Check one and date)				n. PSB INITIALS		o. CMD CODE		p. PSB CODE	
1. Given to Officer				2. Forwarded to Officer					
PART II - AUTHENTICATION (Rated officer signature verifies PART I data and RATING OFFICIALS ONLY)									
a. NAME OF RATER (Last, First, M)				SSN		RANK		POSITION	
b. NAME OF INTERMEDIATE RATER (Last, First, M)				SSN		RANK		POSITION	
c. NAME OF SENIOR RATER (Last, First, M)				SSN		RANK		POSITION	
SENIOR RATER'S ORGANIZATION				BRANCH		SENIOR RATER TELEPHONE NUMBER		ADDRESS	
d. This is a referred report, do you wish to make comments?				Yes, comments are attached		No		SIGNATURE OF RATED OFFICER	
PART III - DUTY DESCRIPTION									
a. PRINCIPAL DUTY TITLE				b. POSITION AOC / BR					
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IV, DA FORM 67-9-1									
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)									
CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions									
a. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)									
1. HONOR: Adherence to the Army's publicly declared code of values									
2. INTEGRITY: Possesses high personal moral standards; honest in word and deed									
3. COURAGE: Manifests physical and moral bravery									
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the world, and the soldier									
5. RESPECT: Promotes dignity, consideration, fairness, & EO									
6. SELFLESS-SERVICE: Places Army priorities before self									
7. DUTY: Fulfills professional, legal, and moral obligations									
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate box with optional comments in PART Vb. Comments are mandatory for all "NO" entries in PART Vb.									
b1. ATTRIBUTES (Select 1)									
1. MENTAL Possesses desire, will, initiative, and discipline									
2. PHYSICAL Maintains appropriate level of physical fitness and military bearing									
3. EMOTIONAL Displays self-control; calm under pressure									
b2. SKILLS (Competence) (Select 2)									
1. CONCEPTUAL Demonstrates sound judgment, critical / creative thinking, moral reasoning									
2. INTERPERSONAL Shows skill with people: coaching, teaching, counseling, motivating and empowering									
3. TECHNICAL Possesses the necessary expertise to accomplish all tasks and functions									
4. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting									
b3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving									
1. COMMUNICATING Influencing Method of reaching goals while operating / improving									
2. DECISION-MAKING Operating Employs sound judgment, logical reasoning and uses resources wisely									
3. MOTIVATING Improving Inspires, motivates, and guides others toward mission accomplishment									
4. PLANNING Operating Develops detailed, executable plans that are feasible, acceptable, and suitable									
5. EXECUTING Improving Shows tactical proficiency; meets mission standards, and takes care of people/resources									
6. ASSESSING Improving Uses after-action and evaluation tools to facilitate consistent improvement									
7. DEVELOPING Improving Invests adequate time and effort to develop individual subordinates as leaders									
8. BUILDING Improving Spends time and resources improving teams, groups, and units; fosters ethical climate									
9. LEARNING Improving Seeks self-improvement and organizational growth; envisioning, adapting and leading change									
c. AFFT: DATE: HEIGHT: WEIGHT:									
d. JUNIOR OFFICER DEVELOPMENT: MANDATORY YES OR NO ENTRY FOR RATERS OF LTs AND WO1s									
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED?									
YES NO NA									

DA FORM 67-9 (FRONT SIDE)

1. Be careful with "P" indicator

2. RO signs last, *Allow for Time*

SR uses AKO address when possible.

3. Scope & degree of responsibility in terms of: resources, people, facilities & budget.

4. No is Bad Leader Word Picture -

*No "School Solution"*

Important to CFD Board

**(REVERSE**

NAME	SSN	PERIOD COVERED
<b>PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)</b>		
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION		
<div style="display: flex; justify-content: space-between;"> <div> <input checked="" type="checkbox"/> OUTSTANDING PERFORMANCE, MUST PROMOTE           </div> <div> <input type="checkbox"/> SATISFACTORY PERFORMANCE, PROMOTE           </div> <div> <input type="checkbox"/> UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE           </div> <div> <input type="checkbox"/> OTHER (Explain)           </div> </div>		
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND c. DA FORM 67-9-1.		
<div style="border: 2px solid black; border-radius: 50%; width: 60px; height: 60px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold; color: red;">7</div>		
c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.		
<div style="border: 2px solid black; border-radius: 50%; width: 60px; height: 60px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold; color: red;">8</div>		
<b>PART VI - INTERMEDIATE RATER</b>		
<b>PART VII - SENIOR RATER</b>		
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE		
<div style="display: flex; justify-content: space-between;"> <div> <input checked="" type="checkbox"/> BEST QUALIFIED           </div> <div> <input type="checkbox"/> FULLY QUALIFIED           </div> <div> <input type="checkbox"/> DO NOT PROMOTE           </div> <div> <input type="checkbox"/> OTHER (Explain below)           </div> </div>		
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)		I currently senior rate _____ officer(s) in this grade A completed DA Form 679-1 was received with this report and considered in my evaluation and review <div style="display: flex; justify-content: flex-end; gap: 10px;"> <input type="checkbox"/> YES             <input type="checkbox"/> NO (Explain in)           </div>
<div style="margin-bottom: 10px;"> <input type="checkbox"/> ABOVE CENTER OF MASS  <small>(Less than 50% in top box; Center of Mass if 50% or more in top box)</small> </div> <div style="margin-bottom: 10px;"> <input type="checkbox"/> CENTER OF MASS           </div> <div style="margin-bottom: 10px;"> <input type="checkbox"/> BELOW CENTER OF MASS              RETAIN           </div> <div> <input type="checkbox"/> BELOW CENTER OF MASS              DO NOT RETAIN           </div>		<div style="border: 2px solid black; border-radius: 50%; width: 60px; height: 60px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold; color: red;">9</div>
c. COMMENT ON PERFORMANCE / POTENTIAL		
d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST QUALIFIED FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.		

## 6. To Date Most RO's viewed as *Outstanding*

## 7. Performance & Potential

**Authorized: Double space  
between Performance & Potential  
comments**

**(MSG 02-220)**

## 8. NOT for Potential - Unique Skills, etc.

**Mandatory: For ACC CPT thru LTC - must recommend a Career Field**

**(CF/BR or CF/FA)**

**9. Potential Comments**  
**in narrative (VIIc),**  
**Three Future** 21

# Common OER Processing Errors

Watch!

Watch!

- **Part II - Invalid Rater/Senior Rater**
- **Part II - Referred OER not referred**
- **Part IV.b - Block checks missing**
- **Part IV.d - HT/WT Yes/No missing**
- **Part V.b - No potential comments (mandatory)**
- **Part V.c - Raters consistently put potential comments**
  - **No recommended Career Field**
- **Part VII.d. - No recommended Career Field**

# Senior Rater Tips

- **Watch JODSF, approve tasks/monitor: Is there counseling?**
- **Pass Support Form 2 levels down; lead by example.**
- **Require Support Forms from subordinates.**
- **Guide the rater if necessary.**
- **Focus on potential (3 to 5 years; command, assignment, schooling and promotion).**
- **Develop/consider discussing your OER philosophy with your officers.**
- **Counsel; performance, growth (OPMS), leader development responsibilities.**
- **Remember rated officer signs the report last; be prepared to explain/justify your rating.**

# Senior Rater Tips

- Know your population, e.g. How they perform, When they go before boards, When reports will be due.....
- Look Ahead, *Establish a Plan*, Develop rating philosophy based on  
    “Center of Mass” norm -- Goal is 1/3 in Top Box, ensure Top Box is always less than 1/2.
- Review rating chains; who you rate/senior rate, do not pool officer populations.
- Consider Start-up Costs (1st 4 reports in each grade, only 1 ACOM).
- Cannot hold OERs past 90 days -- time used to manage your profile.
- Remember -- lieutenants are profiled separately (SR will have one profile for 2LTs & another for 1LTs).
- Depart TDY OER - TDY/TCS/SD for 90 or more days under ~~different rater~~



# Senior Rater “Rating Philosophy”

- **Mission: Identify your best.**
- **Develop “Rating Philosophy” and consider communicating it to rated officers.**
- **Decide how to give ACOM’s based on performance and potential (not position).**
  - *Give at least one to officers you believe to be a must select for promotion/command/school.*
- **Plan ahead, think series of reports** (number of times you will senior rate an officer); **use ACOMs sparingly.**
  - **Trends occurring:**
    - ~ *Many are giving COM’s to most rated officers’ on first rating followed by ACOM if deserved (exception: 1st OER on one of the best going before a board).*
    - ~ *Most appear to be aiming at 1/3 ACOMs + or - depending on population (remember, leave a cushion for unexpected rating situations).*

Possible  
Approaches {

**and/or**

*Maximize ACOM’s on only the very best in your population.*

# What's a Misfire?

**Definition: An OER with an ACOM box check that receives a COM DA Label because the senior rater profile (50% or greater) does not support an ACOM rating.**

- Mechanism to prevent - Senior Rater Contact Program. Once OERs are processed, a daily Potential Misfire roster IDs problems. The SR is contacted and given options:
  - Submit COM OER(s) to support ACOM / and resequencing.
  - Withdraw / return potential misfire OER.
  - Give authorization to change box check to COM (SR should notify rated officer).
  - Officially misfire the report - What happens?
    - Rated officer receives a COM DA Label.
    - ACOM counts on senior rater profile, further limiting SR ability
      - to give future ACOMs.
    - SR receives a Discipline MEMO thru their rating chain.
- Bottom line:

# **Important Rules**

- **Silver bullet -- First, single Top Box, at a given grade will generate **ACOM** label at DA, regardless of profile**
- **Can't mention box check in the narrative**

# Senior Rater's Portion - Part IV

## PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE



BEST QUALIFIED



FULLY QUALIFIED



DO NOT PROMOTE



OTHER (Explain below)

I currently senior rate 16 officer(s) in this grade

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO (Explain in C)

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

### CENTER OF MASS

RO: CPT BUCK, GEORGE 999999999

SR: COL SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 17

RATINGS THIS OFFICER : 1

c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL

CPT Buck is one of the best Captains I senior rate. I personally selected him from a group of carefully screened candidates to command an elite OPFOR rifle company. A consummate officer, CPT Buck leads by example, is soundly grounded on tactics and shares his soldiers' sacrifices and challenges. Must select this combined arms warrior for Major and early attendance to CGSC.

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Battalion S-3, Battalion Executive Officer, Brigade S-3;  
Would serve Army best in OPCF/11

# Rating Level Consistency

## Recommendations:

- **Senior raters need to amplify their Potential box checks by using the narrative to clearly send the appropriate message to selection boards.** The following classification of types of narratives may serve as a guide and assist in sending a clear message:

- **Exclusive narratives.** Those which clearly describe superior performance/potential above that of the vast majority, associated with early promotion and are restrictive in nature (e.g. top 1%, 3%, 5%, etc. of all officers, the best among a select grade or group, promote below the zone). Should only be utilized for the best ACOM reports within a mature profile, or on COM reports that follow an ACOM for same rated officer and at times for the very best officers with COM reports in small population/immature profile situations.

- **Strong narratives.** Those which describe significant performance accomplishments and

- enthusiastically recommend promotion, assignment to key duty positions linked to upward

- mobility and appropriate military schooling (e.g. among the best, easily in

- the top third of

- the officer corps, definitely promote this officer, below the zone potential,

# Selection Boards

## Grade

## Senior Raters

“ If you do something careless or unethical,  
your reputation leaves the board room with  
Board Members.”

e.g - Exorbitant Claims

- Same Narrative, Different Officers
- Same Narrative, Back to Back, Same Officer
- “Cute” Phraseology

### **Example Comments:**

**“The Army has not begun to tap the talents of a true 5+ off**

# Senior Rater Tips

Be careful with  
your narrative!

## Don't Exaggerate

- "A future GO", "will be the best BDE CDR" (LT)
- "One of the bright young officers upon who's shoulders the future of Army Avia
- "In fact, skip CPT and promote to MAJOR." (LT)
- "If I could prove it \_\_\_\_\_ is a LTC disguised as a LT."
- "Always promote and school early."

## Don't Be Frivolous

- "Eats taskings like candy."
- "WIZARD of the GREAT NORTH."
- "Gleam in his eye, fire in his belly."
- "One of the top four studs in the BN."
- "Midas touch of gold."
- "This one officer justifies every dollar spent on re

**Don't say:**

**Concur with  
rater,**

**6+ Officer**

## Don't Be Stupid

- Job description on 3 month OER "Military liaison for Santa's Workshop."
- Check spelling ("top knotch, Ttrainer, wirter, Lieuteriants, assigne").
- "He is ready to lead a platoon, promote to CPT."
- "Concur w/rater." "The rater has said it all."
- "Top 1% of all LTs in the Army (marked Center of Mass) (large profile)
- "This LT is one of the top 2 I rate in the Bn." (rates 2)
- "Clearly in the top 5% of the LTs I rate." (small population)

# Selection Board Instructions On:

## Small Population/ Immature Profile

(1) Check Box in VIIa - same grade in population **(3 OR LESS = Small Population)**

(2) Check DA label: "Total Ratings" & "Ratings this Officer"  
**(5 or less = Immature Profile)**

(3) Focus on "Narrative"- VIIc

PART VII - SENIOR RATER	
<b>a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE</b> <input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
I currently senior rate <u>1</u> officer(s) in this grade A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in d)	
<b>HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT</b>  <b>CENTER OF MASS</b>  RO: CW3 BUCK, GEORGE 999999999  SR: LTC SMITH    666666666  DATE: 98 07 18  TOTAL RATINGS: 1  RATINGS THIS OFFICER: 1	<b>c. NARRATIVE COMMENTS ON PERFORMANCE / POTENTIAL</b>  <p>CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.</p> <p>DIV Maintenance Officer, TRADOC Instructor, CASCOM  Doctrine writer</p>
<b>d. LIST 5-6 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMBAT, FIVE CATEGORIES (E1-E4 THROUGH LTC), ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.</b>	



# Selection Board Instructions on: Label Never Shows Down-Turn in Performance

PART VII - SENIOR RATER	
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE	
<input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
<small>I currently senior rate <u>1</u> officer(s) in this grade A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in C)</small>	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <b>ABOVE CENTER OF MASS</b>  RO: CW3 BUCK, GEORGE 999999999 SR: LTC SMITH 666666666 DATE: 98 07 18 TOTAL RATINGS: 1 RATINGS THIS OFFICER : 1	c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL  CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.
	<small>d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED FOR ARMY COMPETITIVE CATEGORY (CP) THROUGH LTC. ALSO IN POTENTIAL CAREER FIELD FOR FUTURE SERVICE</small> DIV Maintenance Officer, TRADOC Instructor, CASCOM

Doctrine writer

**Small Population**  
example - 1 of 1  
e.g. Aide/  
Maintenance  
Warrant

PART VII - SENIOR RATER	
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE	
<input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
<small>I currently senior rate <u>1</u> officer(s) in this grade A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in C)</small>	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <b>CENTER OF MASS</b>  RO: CW3 BUCK, GEORGE 999999999 SR: LTC SMITH 666666666 DATE: 98 07 18 TOTAL RATINGS: 2 RATINGS THIS OFFICER : 2	c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL  CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.
	<small>d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED FOR ARMY COMPETITIVE CATEGORY (CP) THROUGH LTC. ALSO IN POTENTIAL CAREER FIELD FOR FUTURE SERVICE</small> DIV Maintenance Officer, TRADOC Instructor, CASCOM

Doctrine writer

**Event Driven**  
Example -  
Board/Numbers  
Problem

# Selection Board Instructions on: ~~Label Never Shows Down-Turn in Performance~~

PART VII - SENIOR RATER	
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE <input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <b>ABOVE CENTER OF MASS</b>  RO: LTC DEER, GEORGE 999999999 SR: MG JONES 666666663 DATE: 98 07 18 TOTAL RATINGS: 20 RATINGS THIS OFFICER : 2	c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL  LTC Deer's performance continues to be outstanding. Absolutely the right person for a tough, demanding and diverse job. He excels everyday. I have given him a full plate throughout his command and he always delivers in an outstanding fashion. I know I can depend on him. LTC Deer has set the standard, from training to material management, and he has dramatically improved the Division warfighting capability. LTC Deer is a rare talent; use it to the Army's benefit. Promote him to Colonel now, <u>send him to Senior Service College and give him a brigade to command. Absolutely general officer material.</u> DISCOM Commander, Corps Support Group Commander, Division G-4; Would serve Army best in OPCF/92



PART VII - SENIOR RATER	
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE <input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)	
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED  <b>CENTER OF MASS</b>  RO: LTC DEER, GEORGE 999999999 SR: MG SMITH 666666666 DATE: 98 07 18 TOTAL RATINGS: 9 RATINGS THIS OFFICER : 1	c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL  Outstanding performance by a talented, caring leader, and masterful multi-functional logistician. Unlimited potential to serve at the highest levels within our Army. I could not have asked for a more capable and knowledgeable MSB Commander during our highly successful Division Warfighter. Under LTC Deer's solid leadership and very evident values based command environment, the battalion has excelled and soldiers are highly motivated, trained, disciplined, and mission focused. A total team player who knows how to balance mission accomplishment with true care for soldiers and family. He is a must select for SSC, promotion to Colonel, and DISCOM Commander, Corps Support Group Commander, Division G-4; Would serve Army best in OPCF/92

I Use . .

# Senior Rater Tips

## Consider:

- Use Senior Rater Option upon departure to complete
- Use Complete the Record Report to communicate to
- Pass your plan on to your replacement for consideration and/or

**Learn what ratings were rendered prior to your**

**“PLAN AHEAD --  
Identify your Best”**



# Senior Rater Tips

- Maintain a credible profile; **Be careful don't Misfire**
- Maintain a rating “cushion” - Goal is 1/3 in top box (provides for surprise departures/performance changes).
- Ensure all reports arrive in *desired sequence* (ensure top box is always less than 50%). Know Batch Processing
- Get Board reports to HQDA by the “*receive NLT*” date on board messages.

✓ If in doubt, call PERSCOM, especially

✓ when using the top box

✓ DSN 221-9660; Commercial (703) 325-9660

# Develop a Senior Rater Rating Plan

Name	Position	# of OERS previously received in current position (include previous SR's OERS)	Last OER/Type/Rating <i>Codes:</i> Change of Rater - CR Change of Duty - CD PCS - PCS Annual - AN Com the Record - CTR SR Option - SO Relief for Cause - RFC <i>Ratings:</i> ACOM/COM/BCOM	Projected OER  Date of next OER	Projected Type  Type of report (Use Codes)	Projected Rating  How I would rate this officer if I rated everyone today <50% in ACOM (Adjust as events dictate)	OER to DA(90days)  Date report needs to be at DA (except board reports need to get to DA per board message)	Subsequent OER  Will the officer receive more reports from you after the proj OER, if so how many	Cohort YG	Next Board/Date  Next selection board the officer would be eligible for (Use chart profile management board dates)	Projected Departure/ Promotion
Black, A	Aco 1/35 Inf	1	J UN 98/CR/COM	J un-99	AN	COM	Sep-99	Yes (1)	1991	BZ Major- Mar-00	Dec-99
Smith,D	Cdr Bco 1/35 Inf	1	J un 98/CR/ACOM	Dec-98	PCS	ACOM	Mar-99	No	1991	BZ Major-Mar-00	Dec-98
Iones, T	Cdr Cco 1/35 Inf	0	J un 98/CR/COM	J un-99	AN	COM	Sep-99	Yes (1)	1992	BZ Major-Mar-01	J un-00
Davis, R	Cdr Dco 1/35 Inf	0	J un 98/CR/COM	May-99	CD	COM	Aug-99	No	1992	BZ Major-Mar-01	J un-99
Pike, M	Cdr HHC 1/35Inf	0	J un 98/CR/COM	J un-99	AN	ACOM	Sep-99	Yes (1)	1991	BZ Major-Mar-00	May-00
Bass, S	Cdr Cco 2/35 Inf	2	J uly 98/CD/COM					No	1991	BZ Major-Mar-00	Aug-98
Doe, J	Bde S-1	1	Aug 98/PCS/ACOM					No	1993	BZ Major-Mar-02	Aug-98
Buck, J	Bde CM Off	0	Sep 98/CR/COM	Sep-99	AN	COM	Dec-99	Yes (1)	1991	BZ Major-Mar-00	J un-00
Fawn, B	Bde Asst S-3	1	Sep 98/CR/ACOM	Apr-99	PCS	ACOM	J ul-99	No	1992	BZ Major-Mar-01	Apr-99
Rockfish, A	Cdr Aco 2/35 Inf	0	Sep 98/AN/COM	J un-99	CD	COM	Sep-99	Yes (1)	1992	BZ Major-Mar-01	J an-00

**Example**

Note: Promotable Officers serving in positions authorized the promotable grade will be profiled at the promotable grade if listed as (P) in the grade block of the OER.

This is on the OERS Home Page - Managing Your Senior

# Senior Rater Profile Report

## DA FORM 67-9-2

SENIOR RATER PROFILE REPORT OFFICER EVALUATION REPORTING SYSTEM FOR USE OF THIS FORM, SEE AR 623-105; PROponent AGENCY IS ODCSPER								
A. NAME		B. SSN		C. RANK		D. DATE OF REPORT		
CURRENT OER PROFILE					PROFILE HISTORY			
	ACOM COM	COM	BCOM RETAIN	BCOM DO NOT RETAIN	Total Ratings	Total Ratings	1st Block COM	% Total 1st Block
MG								
BG								
COL								
LTC								
MAJ								
CPT								
1LT								
2LT								
CW5								
CW4								
CW3								
CW2								
WO1								

**Available upon request  
anytime.**

**You have 3 separate Profiles:  
(1) Active; (2) USAR; (3)  
ARNG**

**Active duty profile: PERSCOM  
(703) 325-9660; DSN 221-9660  
email: tapcmse@hoffman.army.mil**

**Reserve profile: AR-PERSCOM  
(314) 592-0679; DSN 892-0679  
Available thru 2XCitizen**

**Guard profile: Guard Bureau  
(703) 607-9123; DSN 327-9123**

# **Senior Rater Bottom Line**

- **Understand “How the System Works”**
- **Make The Hard Calls**
- **Be Fair, Open and Counsel**

# Promotion Board Feedback

## CPT Board Recessed 19 Nov 01

(Avg. 2.3 per file) (Selected 3568<sup>01</sup>  
w/ 67-9)

- 88% Selects had at least one COM
- 52% Selects had two or more COM

## MAJ Board Recessed 15 May

(Avg. 3.6 per file) (Selected 1629 w/

- 80%(1309) Selects had at least one COM
- BQ Position - 54% Selects had at least one COM
- 52%(853) Selects had two or more COM

- **283 Selects had 3 COM**
- **93 Selects had 4 COM**
- **10 Selects had 5 or more COM**



# Senior Service College Selection Board Feedback

Recessed 26 Apr 01

415 Selects/Deferred

989 Alternate Selects

- 70% Selected had at least one 67-9 COM

- 98 Selects had two or more COM 67-9 reports

- 25 Selects had 3 COM 67-9 reports

- 9 Selects had 4 COM 67-9 report

- 1 Selects had 5 COM 67-9 report

- 72% Selected had at least one 67-9 COM

- 232 Selects had two or more COM 67-9 reports

- 104 Selects had 3 COM 67-9 reports

- 22 Selects had 4 COM 67-9 report

- 3 Selects had 5 COM 67-9 report

# ***LTC BN CMD (FY 03) Board***

## ***Feedback***

**Select rate  
around 18%**

- **LTC CA BN CMD**

- **465 Selected Primary & Alternate List with 67-9 reports**
  - 66% had at least one 67-9 COM
  - BQ position - 25% had at least one 67-9 COM
  - 29% had two or more 67-9 COM
  - 22 had 3 COM
  - 3 had 4 COM

- **LTC CSA BN CMD**

- **187 Selected Primary & Alternate List with 67-9 reports**
  - 67% had at least one 67-9 COM
  - BQ position - 31% had at least one 67-9 COM
  - 30% had two or more 67-9 COM
  - 13 had 3 COM
  - 4 had 4 COM

- **LTC CSS BN CMD**

- **244 Selected Primary & Alternate List with 67-9 reports**
  - 69% had at least one 67-9 COM
  - BQ position - 33% had at least one 67-9 COM
  - 28% had two or more 67-9 COM
  - 28 had 3 COM
  - 8 had 4 COM
  - 1 had 5 COM



- Include potential comments (comments which address future) in both the rater and senior rater narratives. Put them at the end of the narrative.
- Make sure reports are signed by all parties ( rater, intermediate rater, senior rater, and rated officer). Some reports have arrived at PERSCOM without signatures.
- Provide accurate social security numbers.
- When applicable, include unique skills.
- When rated officers have been selected for promotion, and are serving in an authorized position for the grade to which they are to be promoted, enter "P" next to their current grade (e.g. CPTP, LTCP, CW2P).  
**These reports will be profiled against the promotable grade population.**

# Don'ts

- **Don't evaluate potential in the Unique Skills box, part Vc.**
- **Don't add gimmicks to narratives (e.g. bolding, bullet comments, underlining, picture framing, etc.) Reports will be returned.**
- **Raters: Don't forget potential comments in Part Vb. They are mandatory.**

**Bolding** is the most often used Gimmick.

Do Not



**BOLD** Narrative  
Comments

# Observation

- **Duty Description: (Part IIIc.)**

- Remains important for selection boards understanding position and scope of responsibilities.

- **Performance Evaluation: (Part IV)**

- Healthy trend is developing; tendency to rate officer in a position as opposed to generally, e.g. many war fighters are not getting “tactical” in performance evaluation when on staff.

- **Unique Professional Skills: (Part Vc.) and Comments on Performance/Potential (Part VIId.)**

- Raters and senior raters must provide recommended potential career field and branch or functional area recommendations for ACC CPTs through LTCs.
  - Unique Professional Skills remains optional.

- **Performance and Potential Evaluation (Part Va.)**

- Vast majority of raters are checking the “Outstanding Performance Must Promote” box. Less than 3% are checking other boxes.

- **Rated Officer’s Promotion Potential (Part VIIa.)**

- There is no required link between the fully qualified box and a COM rating, in fact the vast majority of COM ratings are best qualified.

- **Potential comments in narrative (Part VIIb.), Future Assignments and Career Field in (Part VIId.) should be consistent**

# SENIOR RATER'S PORTION - PART VII

## PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE



BEST QUALIFIED



FULLY QUALIFIED



DO NOT PROMOTE



OTHER (Explain below)

I currently senior rate 16 officer(s) in this grade

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO (Explain in C)

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

**ABOVE CENTER OF MASS**

RO: CPT BUCK, GEORGE 999999999

SR: COL SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 17

RATINGS THIS OFFICER : 2

c. BULLET COMMENTS ON PERFORMANCE / POTENTIAL

CPT Buck is one of the Top 3 Captains I senior rate. I personally selected him from a group of carefully screened candidates to command an elite OPFOR rifle company. A consummate officer with great command presence. CPT Buck leads by example, is soundly grounded in tactics and shares his soldiers' sacrifices and challenges. Outstanding warrior leader, whose educational background and personal desires indicate he would best serve the Army as an Information Systems Manager. Must select BZ for Major and early attendance to CGSC.

Division Automation Management Officer, Corps Staff AMO, Combat Service Support AMO; Would serve Army best in IOCF/53

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Battalion S-3, Division Automation Management Officer, Corps Staff AMO; Would serve Army best in IOCF/53

# Selection Board

## Feedback Senior Rater Narrative

- **Avoid Disconnect with Box check**

(exception: small profiles, back to back reports)

- **Example:**

Rating: **COM** Rating: **COM**

Total ratings: 28      Total ratings: 14

Comments: Top 8% of all majors rated.      Comments: My best commander.

**“ Be careful with your  
Narrative”**

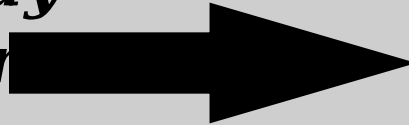
# OER BATCH PROCESSING

- Batch processing at PERSCOM----

*Arrive on same day*

*From same senior*

*In same grade*



**SAME PROFILE**

**2 EXAMPLES : Profile = 2 in top box; 4 in second box.**  
**Senior rater is forwarding 2 top box reports to PERSCOM**

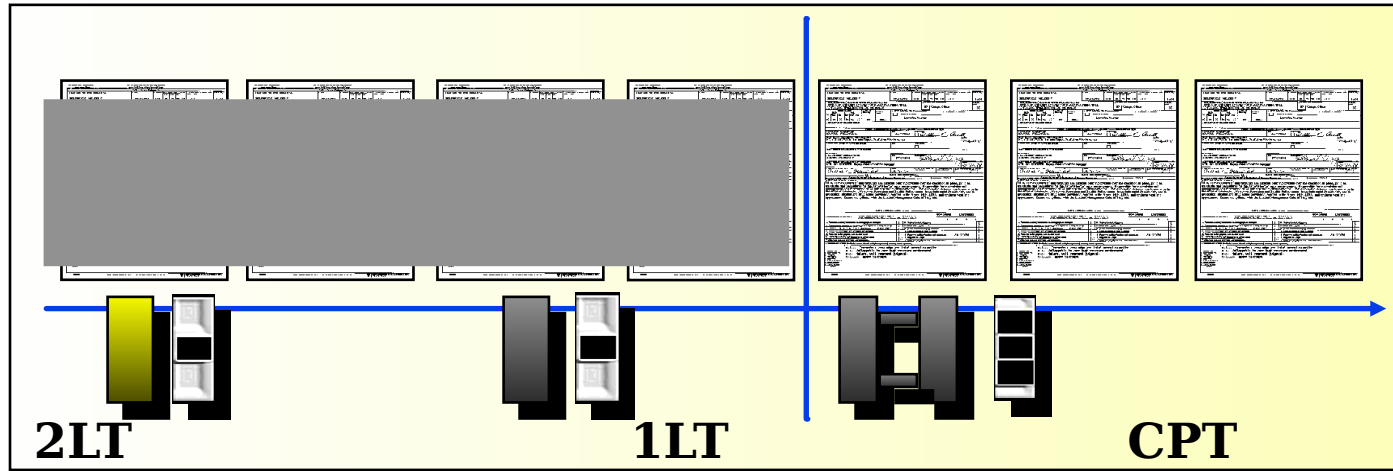
Both arrive on the same day:

Process on separate days:

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>- Profile becomes 4 in top box; 4 in 2nd box</li><li>- Top box on both <u>not less than 50%</u>;</li><li>- Both receive <b>"COM"</b> label</li></ul> | <ul style="list-style-type: none"><li>- Profile on 1st: 3 top box; 4 in second box</li><li>- Top box <u>less than 50%</u>-- <b>ACOM</b></li><li>- Profile on 2nd: 4 in top box; 4 in second box</li><li>- Top box <u>not less than 50%</u>-- <b>COM</b></li></ul> |
|--|---|



# *Masking Early OERS*



## **ISSUES:**

- Quality of junior officer assignment varies
- Intensity of junior officer experience varies
- Speed of integration into Army culture varies



## **POLICY**

- LT reports masked after promotion to CPT
- WO1 reports masked after selection

# OPMS XXI Career Fields

## Operations

### **Basic Branches**

**FA 39 PSYOP and Civil Affairs**

## Operational Support (OS)

**FA 48 Foreign Area Officer**

**FA 51 Army Acquisition Corps**

## Information Operations (IO)

**FA 24 Information Systems Engineering**

**FA 30 Information Operations**

**FA 34 Strategic Intelligence**

**FA 40 Space Operations**

**FA 46 Public Affairs**

**FA 53 Information Systems Management**

**FA 57 Simulations Operations**

## Institutional Support (IS)

**FA 43 Human Resource Management**

**FA 45 Comptroller**

**FA 47 Academy Professor, USMA**

**FA 49 Operations Research/Systems Analysis**

**FA 50 Force Management**

**FA 52 Nuclear Research and Operations**

**FA 59 Strategic Plans & Policy**

Effective 1 JAN 99, OPMS XXI Career Field comments by Rater in part Vc & Senior Rater in Part VIId are mandatory for ACC CPT thru LTC on the OER. See MILPER MSG NR 98-194 for details.

Example: "Would serve Army best in CF/BR" or "Would serve Army best in CF/FA"

# Unique Professional Skills/Area of Ex

*Recent notable examples taken from Part Vc of the OER...*

- **Uniquely qualified in amphibious operations as a certified U.S. Navy fire support planner...**
- **Expert in strategic nuclear deterrence policy and operations...**
- **A thorough knowledge of Middle Eastern culture and political affairs...**
- **Possesses excellent computer skills and a demonstrated expertise in systems automation...**
- **Has vast experience and an avid interest in Unmanned Aerial Vehicle (UAV) technology; can serve as a key player in formulating future doctrine for these systems...**

# Cannot Hold OERs Past 90 Days

Perception - Its OK to hold reports past suspense in order to sequence

- **No!** Over 1 Year into system, profiles should be established, Boards beginning to question.
- **90 days** to submit reports to DA -- Required by Regulation.
- **Late Statistics Report** by name (Senior Rater) to field, Beginning 1 April.



**Commanders are  
responsible for the integrity  
of the OER System**